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Agenda item 9

DRAFT DECISION

Senior management structure

The Governing Council,

Recalling its decision 90/45 of 22 June 1990,

1. Welcomes the report entitled A Strategy-Based Senior Management Structure for the United Nations Development Programme prepared by the management consulting firm of Kienbaum & Partners (DP/1991/50);

2. Takes note of the comments of the Administrator on the management consultants' report (DP/1991/51);

3. Also takes note of the views expressed by delegations on the management consultants' report;

4. Stresses that the management consultants' report and the Administrator's comments thereon are part of a continuing reform process in the United Nations Development Programme to ensure that its management, structure and programme evolve in response to the changing needs for technical cooperation;

5. Takes note of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1991/62);

6. Endorses in principle the concept of strategic decentralization;

7. Also endorses the actions of the Administrator to reduce the number of units reporting directly to him;

8. Agrees that the United Nations Development Fund for Women should continue to report directly to the Administrator;

9. Requests that the Administrator explore further the location of the Special Unit for Technical Cooperation among Developing Countries;

10. Requests the Administrator to examine further the appropriate location for the Governing Council secretariat, taking into account, inter alia, the need for a direct link between the Council and the Administrator as well as the functions the Council fulfils as the governing body for the United Nations Development Programme, the United Nations Population Fund and the Department of Technical Cooperation for Development;

11. Endorses the concept of a strengthened policy and strategy formulation capacity for the United Nations Development Programme;

12. Requests that the Administrator examine further the appropriate location for the Strategy Group and its relation to the proposed Bureau for Programmes and Policy, including the possibility of locating it within the Bureau;

13. Further requests the Administrator to examine and present to the Governing Council an analysis of the functions of the proposed Bureau for Programmes and Policy as a policy unit in relation to its proposed operational functions in the management of Special Programme Resources, the Division for Global and Interregional Programmes and the resources of trust funds under the authority of the Administrator;

14. Requests the Administrator to give further consideration to the appropriate location of the United Nations Volunteers programme and the United Nations Capital Development Fund, taking into account their operational functions as well as their identity, specificity, integrity, and their individual characteristics, i.e., the United Nations Volunteers as a source of voluntary technical expertise, and the United Nations Capital Development Fund as a grant capital assistance investment fund;

15. Requests the Administrator to examine the staff allocation at all levels in the context of strategic decentralization and to elaborate on possibilities for further reducing senior posts, including top management posts overall;

16. Requests the Administrator to examine and make recommendations with respect to the role of the Office for Project Services, including all its activities in relation to the role of the United Nations Development Programme in the the United Nations development system, taking into account the comments of the Advisory Committee on Administrative and Budgetary Questions, the new support cost arrangements, renewed emphasis on national capacity-building and national execution, and the findings of the Board of External Auditors, and the United Nations Development Programme's internal management analysis;

17. Requests the Administrator to prepare a detailed, integrated description of the internal quality control mechanisms of the United Nations Development Programme, and an analysis of their effectiveness, including the programme and project review and approval processes in the field and at headquarters;

18. Notes the responsibility of the Administrator for the effective management of United Nations Development Programme resources and requests that he present to the Governing Council for its review and approval the accountability and quality control mechanisms which will accompany any changes in the delegation of authority;

19. Notes the proposal of the Administrator to establish Division Managers within regional bureaux as part of the implementation of the strategic decentralization concept;

20. Requests the Administrator to present an analysis of the function of the new post of Division Manager, including details on the points raised in the annex to the present decision, for consideration by the Governing Council at its special session in February 1992, prior to establishing the post or implementing the function;

21. Requests the Administrator to prepare for the Governing Council at its thirty-ninth session (1992) an action plan, including a table indicating specific time-frames for implementing the provisions of the present decision and responding to other recommendations contained in the management consultants' report, whether by actions, decisions or further study;

22. Decides to consider at its thirty-ninth session (1992) the action plan and the recommendations of the Advisory Committee on Administrative and Budgetary Questions.

## Annex

## THE DIVISION MANAGER CONCEPT IN THE UNITED NATIONS DEVELOPMENT PROGRAMME: POINTS FOR CONSIDERATION

1. What responsibilities and authority will the Division Manager have?

2. What responsibilities will the Division Manager have for the management of financial resources and personnel?

3. What responsibilities and authority will the Division Manager have for project and programme approval, and what financial resources will be under his/her direct control? What will be the purpose of these resources?

4. What are the specific mechanisms for accountability that will accompany these arrangements?

5. What types of issues will the Division Manager be expected to handle independently? What types of issues will he/she be expected to refer to the Regional Director?

6. How will the functions of area officers and their relations to the Resident Representative change?

7. How frequently will the Division Managers visit the field?

8. How frequently do area officers now visit the field and how will this change once Division Managers are in place?

9. What will be the relationship between the Division Manager and the Resident Representatives in the countries in his/her portfolio? Will he/she review the performance of Resident Representatives?

10. What will be the recruitment and selection procedures of the United Nations Development Programme? What are the criteria for the selection of Division Managers, e.g., years and type of experience, education and level of past responsibility?

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